

Message Text

UNCLASSIFIED

PAGE 01 SAN JO 00463 032338Z

64

ACTION AID-05

INFO OCT-01 ARA-10 ISO-00 RSC-01 /017 W
----- 012290

P 032210Z FEB 75

FM AMEMBASSY SAN JOSE

TO SECSTATE WASHDC PRIORITY 9242

UNCLAS SAN JOSE 0463

E./611652: N/A

SUBJ: PLANNING GROUP FOR EXPANSION OF AGENCY

TECHINCIAL ASSISTANCE IN MANAGEMENT:

USAID INPUTS

REF: STATE 010875

A. THERE ARE VARIOUS RELEVANT ANALYTICAL DOCUMENTS
ON FILE CR/DESK/AID/W/LIBRARY WHICH ARE RESPONSIVE
TO YOUR REQUEST, IN PARAGRAPH 7, OF REFTEL. SINCE
USAID PROGRAMS IN RECENT YEARS IN COSTA RICA HAVE
BEEN LARGELY CONCENTRATED IN THE AGRICULTURAL
SECTOR, THE DOCUMENTS WE RECOMMEND ARE ALL RELATED
TO AGRICULTURE. THE FOLLOWING ARE CONSIDERED MOST
USEFUL:

1. AID/IICA MANAGEMENT REPORTS- REFERENCE
GRANT AID/LA 683.
2. PLAN DE EJECUCION, PROGRAMA DE DESARROLLO
AGROPECUARIO, CR NATIONAL AGRICULTURAL
COUNCIL, 1971-74.
3. AN EVALUATION OF AID AND AID CONTRACTOR
PROGRAMS IN PROMOTING COOPERATIVES IN
LA, ATAC, NOVEMBER, 1971.
4. CAPITAL ASSISTANCE PAPER, COSTA RICA
RURAL DEVELOPMENT PROGRAM. MAY, 1974.
5. NECESIDADES DE CAPACITACION DE PERSONAL
DEL MAG. INGS. BOLANOS AND ROJAS, 1975-77.

B. AS CONCERNS SECTORAL MANAGEMENT APPROACHES, THE
PROJECT BY CAMPAIGN COMPONENT OF THE GOCR AGRICUL-
UNCLASSIFIED

UNCLASSIFIED

PAGE 02 SAN JO 00463 032338Z

TURAL PROGRAM APPEARS MOST PROMISING. (SEE LOAN

025). SIMPLY STATED, PROJECTS UPBY-CAMPAIGN ARE AN EFFORT TO CARRY OUT THE IDENTIFICATION, JICANNING, RESOURCE ALLOCATION, EXECUTION, AND EVALUATION OF COMMODITY-SPECIFIC/AREA SPECIFIC CROP AND LIVESTOCK PRODUCTION PROGRAMS. SUCH MANAGEMENT SYSTEM PROVIDES ON-THE-JOB TRAINING IN MODERN SYSTEMS OF DEVELOPING NEW TECHNOLOGY TO DEMONSTRATE PRODUCTION AND INCOME IMPACT IMMEDIATELY AND DIRECTLY.

C. OUR EXPERIENCE WITH TRADITIONAL PUBLIC ADMINISTRATION PROGRAMS, HERE AND ELSEWHERE, HAS NOT BEEN FAVORABLE. OFTEN THEY HAVE TENDED TO BE TOO THEORETICAL RATHER THAN ON-THE-JOB TRAINING WORKING ON SOLUTIONS OF REAL PROBLEMS. MOREOVER, THEY OFTEN DEPEND ON COMPLEX THEORIES AND PRACTICES OF MANAGEMENT BASED ON FORMAL ORGANIZATIONAL SYSTEMS. MOST ORGANIZATIONS OR INSTITUTIONS, ESPECIALLY IN LDCS, ARE INFORMAL IN THE SENSE THAT COMMUNICATIONS AND ACTIONS ARE CARRIED OUT THROUGH INFORMAL AND LOOSELY DEFINED CHANNELS. THUS TO SPEAK OF MANAGERIAL SYSTEMS MAY RESULT IN BY-PASSING MAJOR PROBLEM AREA AS WELL AS SETTING UP ANOTHER FORMAL SYSTEM THAT INTERFERES WITH THE ACCUSTOMED CHANNELS OF AUTHORITY. WE SUGGEST THAT A PRACTICAL, INNOVATIVE APPROACH TO MANAGEMENT TRAINING IS CONTAINED IN THE PFF SUBMITTED BY ROCAP ENTITLED "RURAL SECTOR MANAGEMENT IMPROVEMENT".

D. AN AREA OFTEN OVERLOOKED IN MANAGEMENT TRAINING PROGRAMS IS THE INCENTIVE SYSTEM. IT IS IMPORTANT TO DETERMINE WHETHER MANAGERS DO NOT KNOW HOW TO MANAGE, OR WHETHER THE INCENTIVES (BOTH POSITIVE AND NEGATIVE) FORCE CERTAIN PATTERNS BEHAVIOR WHICH APPEAR TO BE SYMPTOMATIC OF MISMANAGEMENT.

E. THERE ALSO ARE EXOGENOUS FACTORS WHICH INFLUENCE THE MANAGEMENT OF OFFICE OR PROGRAM ONE OF THE DETERMINATES OF A GOOD MANAGER IS HIS/HER ABILITY PLAN ON UNCERTAINTY, THUS GIVEN THE NATURE OF MOST LDCS WHERE EXOGENOUS FORCES ARE MORE PREVALENT (I.E. UNCLASSIFIED

UNCLASSIFIED

PAGE 03 SAN JO 00463 032338Z

CHANGE IN GOVERNMENT POLICY) ANY TRAINING PROGRAM SHOULD CONCENTRATE HEAVILY ON ABILITY HANDLE UNCERTAINTY.
LANE

UNCLASSIFIED

NNN

Message Attributes

Automatic Decaptioning: X
Capture Date: 01 JAN 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: TECHNICAL ASSISTANCE, MANAGEMENT, AGRICULTURAL PROGRAMS
Control Number: n/a
Copy: SINGLE
Draft Date: 03 FEB 1975
Decaption Date: 01 JAN 1960
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Authority: n/a
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01 JAN 1960
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1975SANJO00463
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Film Number: D750039-0622
From: SAN JOSE
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1975/newtext/t19750277/aaaacro.tel
Line Count: 111
Locator: TEXT ON-LINE, ON MICROFILM
Office: ACTION AID
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators: n/a
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: 75 STATE 010875
Review Action: RELEASED, APPROVED
Review Authority: CunninFX
Review Comment: n/a
Review Content Flags:
Review Date: 23 APR 2003
Review Event:
Review Exemptions: n/a
Review History: RELEASED <23 APR 2003 by MarshK0>; APPROVED <08 JAN 2004 by CunninFX>
Review Markings:

Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
05 JUL 2006

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: NATIVE
Subject: PLANNING GROUP FOR EXPANSION OF AGENCY TECHINCIAL ASSISTANCE IN MANAGEMENT
TAGS: EAID, EAGR, CS, US
To: STATE
Type: TE
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 05 JUL 2006